



... the best of the best of the Northwest.

WALLA WALLA CITY COUNCIL
Work Session Agenda
March 7, 2022 - 4:00 p.m.

Members of the public are invited to view the live video stream of the electronic meeting from the City's website at <https://www.wallawallawa.gov/government/city-council>, may attend by clicking here: [Zoom Meeting link](#) or may listen to the meeting by calling 253-215-8782 and entering meeting ID 837 5019 1125#

Mission: Dedicated to enhancing the quality of life in Walla Walla.

1. CALL TO ORDER
2. ACTIVE AGENDA
 - A. **15 Mins.** Brief overview of requirement to update the City's Landfill Master Plan, Financial Assurance Plan, and Landfill Operations Plan.
 - B. **90 Mins.** Presentation of Draft 2022 Strategic Plan by Deputy City Manager Elizabeth Chamberlain
3. OTHER BUSINESS
4. ADJOURNMENT

Values: Service, Integrity, Collaboration, Equity, Leadership, and Community

The City of Walla Walla complies with Title VI, ADA, and other applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, religion, veteran status, sexual orientation, gender identity, or sex.



ar-4592

15 Mins.

City Council - Work Session

Meeting Date: 03/07/2022

Item Title: Professional Services contract for landfill planning

Submitted For: Leah Rohan, Public Works Department, Engineering Capital Programs

Add'l Contributors:

Project No: LF2002

Funding/BARS No.: Landfill Funds

Financial Comments:

Proposed professional services contract with Parametrix – a time and materials, not to exceed \$264,484.51 (1,359 labor hours) contract.

Information

HISTORY:

DISCUSSION HISTORY:

This phased planning process was initially discussed with Council at the July 6, 2020 work session. As part of the first phase of the project, Parametrix performed an alternatives analysis which determined that the City should continue utilizing the landfill over transitioning to a long haul (transfer station) facility. This first phase of the planning process was presented to Council at the January 11, 2021 work session.

The second phase of this planning process involves a regulatory required (per RCW 70A.205) update to the Solid Waste Management Plan (SWMP) and is currently in process. The update to this plan was discussed with Council at the May 10, 2021 work session and authorized by Council at the June 9, 2021 meeting (Resolution 2021-88).

This contract is the third phase of the multi-phase solid waste planning effort.

This multiphase planning process has also been discussed on several occasions with the Solid Waste Advisory and Sustainability Committees.

WHAT IS THIS CONTRACT FOR?

This is a Professional Services Contract with Parametrix to update the City's Landfill Master Plan, Financial Assurance Plan, and Operations Plans for the Sudbury Landfill. These plans guide facility planning (e.g., infrastructure, future landfill areas, compost needs, household hazardous waste facilities, etc.), environmental controls (e.g., landfill gas and leachate management), and handling procedures. The information is also used for solid waste financial planning, which is due to be updated in 2023.

WHY DO WE NEED TO HIRE A CONSULTANT?

Parametrix and their subconsultant team specialize in solid waste engineering, planning, handling, and the associated environmental controls. City staff does not possess that expertise.

IS THE COST REASONABLE?

The not-to-exceed cost of \$264,484.51 was negotiated by staff with Parametrix. The cost of this update was

compared against past efforts and found to be consistent, fair, and reasonable.

WHY ARE UPDATES NEEDED?

The City is in the process of comprehensive solid waste planning for the landfill. This major planning effort has been primarily driven by the mandated update of the Walla Walla County Solid Waste Management Plan (SWMP) which is required to be updated on a 6-year frequency by 70A.205 RCW. Having current and up-to-date plans is crucial to plan for future capacity/service, provide environmental controls, and to guide the financial planning necessary to provide solid waste management for the County.

An annual update to the Financial Assurance Plan is required per WAC 173-351-600 and provides a detailed cost estimate to close, and maintain once closed, the largest landfill area in accordance with the steps identified in the Closure/Post Closure Plan. The current Financial Assurance Plan was developed in 2014.

Operation plans for the landfill and the Household Hazardous Waste (HHW) Facility are required per WAC 173-351-210. The current operation plans have not been updated since 2004 and are very outdated. Walla Walla County Department of Community Health, the regulator for the landfill, has asked that these plans be updated. Updating the other plans included in the scope of work for this contract will require the consultant to visit the landfill and conduct thorough reviews of the facility which is also required to update the operation plans. Updating of the operation plans at the same time as the other plans is included in this scope of work for efficiency and cost saving purposes.

CONSULTANT SELECTION DETAILS:

A Request for Proposals (RFP) from consultants for comprehensive solid waste planning was issued on July 14, 2020. Five proposals were received and reviewed by City staff. Parametrix was selected as the most qualified firm to perform the work.

POLICY ISSUES:

Contracts greater than or equal to \$20,000 require Council authorization.

This planning project is included in the current (2022-2027) Capital Facilities Plan (Ordinance 2021-38) and prior Capital Facilities Plans adopted by Council.

Solid Waste planning is a regulatory requirement of RCW 70A.205.

PLAN COMPLIANCE:

STRATEGIC PLAN:

Strategic Initiative 2: Fix and Improve the City's Infrastructure.

Objectives:

4. Maintain City Buildings and Facilities

Strategic Initiative 5: Achieve organizational and city resiliency

Objectives:

1. Long-term financial planning - for the organization (Short Term)

3. Environmental resiliency planning and preparation (Long Term)

COMPREHENSIVE PLAN:

Economic Development Goal 2 Walla Walla has high-quality infrastructure to support economic development.

ED Policy 2.1 Provide the infrastructure needed for business and industries to locate in Walla Walla, including utilities, transportation connections, and suitable land capacity.

Environment and Natural Resources Goal 1 Water, air, and soil resources in Walla Walla are protected.
ENR Policy 1.10 Plan for the anticipated impacts of climate change, and participate in broader efforts to minimize climate change.

Capital Facilities and Utilities Goal 1 Walla Walla's capital facilities and utilities are well maintained and up-to-date to meet the demands of growth and economic development.

CFU Policy 1.1 Maintain updated plans for the provision of public utility services.

CFU Policy 1.5 Close public facilities, such as landfills, that are no longer needed in the community, and rehabilitate the land for reuse.

Capital Facilities and Utilities Goal 4 Conservation of the natural environment and sustainable use of limited, renewable, and non-renewable resources protects and enhances the natural environment of Walla Walla.

CFU Policy 4.1 Support recycling of municipal and household waste as part of the City's commitment to sustainability.

CFU Policy 4.3 Support energy efficiency by encouraging the use of energy efficient building designs and land use.

Capital Facilities and Utilities Goal 5 The sound fiscal management of government services and facilities promotes a transparent and collaborative relationship between government and residents.

CFU Policy 5.1 Plan for rehabilitation of the City's utility infrastructure to ensure safe, reliable, and efficient service.

CFU Policy 5.3 Anticipate and control demand for services to ensure that the City can maintain an appropriate level of service within its financial resources while serving new growth.

CITY OF WALLA WALLA - GREENHOUSE GAS EMISSION REDUCTION POLICIES

General Policy Details:

- Protect and seek to enhance the environment and public health and safety when providing services and facilities

2014 WALLA WALLA COUNTY SOLID WASTE AND MODERATE RISK WASTE MANAGEMENT PLAN

- Maintain the solid waste infrastructure and programs to meet or exceed the Minimum Functional Standards for Solid Waste Handling, contained in Chapter 70.95 RCW and the Plan goals and objectives.
- Ensure compliance with state and local solid and moderate risk waste regulations
- Enhance and improve the overall efficiency of waste collection and disposal of solid waste.

ALTERNATIVES:

Council may:

1. Authorize the contract with Parametrix as recommended;
2. Reject the scope of work and fee from Parametrix and provide an alternate direction to staff; or
3. Direct staff to renegotiate specific elements of the scope of work (and fee) and return at a later date for Council authorization.

CITY MANAGER COMMENTS:

Approved for City Council workshop discussion.

Attachments

No file(s) attached.



ar-4329

90 Mins.

City Council - Work Session

Meeting Date: 03/07/2022

Item Title: Draft Strategic Plan Review

Submitted For: Elizabeth Chamberlain, Support Services

Add'l Contributors:

Project No:

Funding/BARS No.:

Financial Comments:

The Strategic Plan itself does not have a financial impact. However, as the City begins its 2023-2024 budget process, discussion on how to allocate resources to accomplish the Strategic Plan objectives will need to take place.

Information

HISTORY:

The City of Walla Walla adopted its first strategic plan in 2014. Over four years the City advanced the goals for each of the four identified strategic initiatives. An update to the Strategic Plan was approved by City Council September 2018. While some of the goals identified in the 2018 Strategic Plan were accomplished, there was a lack of clear implementation process.

Each time the City reviews and updates its Strategic Plan, our process becomes more systematic. Our goals with the current update process:

1. Further refine and improve the Strategic Plan Update Process.
2. Integrate City Council earlier into the update process than with previous Strategic Plan updates.
3. Develop a Leadership System that integrates Strategic Planning, Budgeting, Implementation, Data and Results, and Learning.
4. Develop a stronger implementation process such as training on developing action plans and a regular schedule for updating the City Council on progress.

This Strategic Plan update process began with Deputy City Manager Chamberlain reviewing the refresh of Vision, Mission, and Values with each department and gathering input on the City's Vision Statement, "best of the best of the Northwest" and what that vision means to each department. Then the Vision, Mission, and Values (M, V, V) were brought forward to City Council for review and adoption September 2021.

In parallel with the M, V, V work, the Leadership Team conducted a SWOC Analysis reviewing the City's Strengths, Weaknesses, Opportunities, and Challenges. The summary of the SWOC Analysis was shared with City Council during the September 20, 2021 work session where staff led the City Council through a "Why Strategic Planning" overview and brainstorming key focus areas for the City to concentrate priorities. The Leadership Team took the input City Council provided during the September 20 work session and began working on developing draft Key Focus Areas (aka "the buckets").

The Key Focus Areas developed are: Livability, Economic Health, Safe Community, and High Performing Organization. As described during the October 11 work session, the Key Focus Areas likely won't change with future Strategic Plan updates but the details within each Key Focus Area will alter with each plan update cycle as priorities shift.

At the November 20, 2021 Council Retreat, City Council (current and newly elected) participated, along with the Leadership Team, on brainstorming what the organization's priorities should be for the next several years. Everyone was assigned to a Key Focus Area to develop suggested priorities, rank those priorities, and then report back to the larger group for input/feedback.

The Leadership Team took the information generated from the November 20 retreat and formulated the draft Strategic Plan and spent several weeks refining the draft plan, taking the ranked priorities and developing proposed objectives, and identifying initiatives to accomplish the objectives (pages 6 & 7).

POLICY ISSUES:

The Strategic Plan will become the high level (40,000 ft.) guiding document that establishes the City's priorities (aka Council priorities). Those priorities are identified in the draft Strategic Plan as objectives and initiatives to accomplish the objectives.

Staff will present the draft Strategic Plan at the March 7, 2022 work session and seek feedback from City Council on the proposed Strategic Objectives (the "what" staff/the organization will undertake) and the proposed Initiatives (transition to how staff/organization will accomplish the Strategic Objectives).

CITY MANAGER COMMENTS:

Approved for City Council workshop discussion.

Attachments

Draft 2022 Strategic Plan

City of Walla Walla Strategic Plan Update



INTRODUCTION

The City of Walla Walla is a full-service city dedicated to enhancing the quality of life for our 34,250 residents, 2,337 businesses, and many local partners. Located in SE Washington, Walla Walla is known for its world class wine industry and tourism, its rich history, agricultural roots, and engaged community.

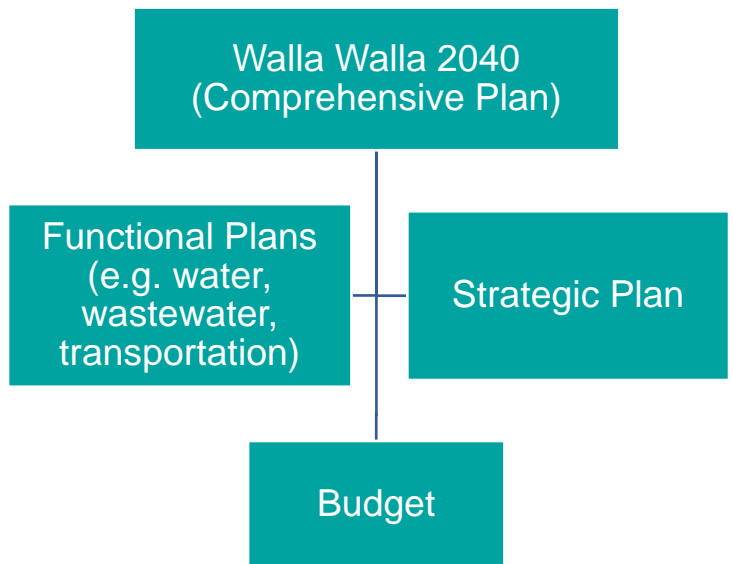
Embarking on our third Strategic Plan, Walla Walla continues to evolve as an organization. With this Strategic Plan update, we refreshed our Mission, Vision, and Values seeking and incorporating feedback across the organization. Our Mission, Vision, and Values are the centerpiece of the organization, driving our culture and the service we provide to the community.

As a full-service city, Walla Walla provides a wide range of services (internal and external):

- Police
- Fire and EMS
- Public Works:
Traffic/Transportation, Water,
Sewer, Stormwater, Engineering
- Landfill, Compost, Sanitation, Green
waste, Recycling
- Parks and Recreation
- Library
- Development Services
- Administration/Support Services:
Leadership, Human Resources,
Communication, Finance, Legal,
Fleet Operations, Technology
Services, City Clerk

HOW DOES THE STRATEGIC PLAN INTEGRATE WITH OTHER CITY PLANS?

Walla Walla 2040, the City's comprehensive plan, guides the long-term community vision and growth framework for the City of Walla Walla. The strategic plan is consistent with the comprehensive plan and implements the priority goals and policies. Priorities could change with each cycle of Strategic Planning but will be consistent with the framework of the comprehensive plan. Each layer of the hierarchy has shorter planning horizons to implement the goals and policies outlined in the comprehensive plan ultimately working towards operational plans and the City's two-year budget cycle allocating the necessary resources to accomplish the key objectives outlined in the Strategic Plan.



LEARNING, RESULTS, & IMPROVEMENT

Resident Survey
Employee Survey
Financial Report
CRM

OPERATIONAL EXECUTION

Develop Action Plans
Council Agenda Planning
Evaluations/Goal Setting
Onboarding

COMMUNITY & CITY COUNCIL

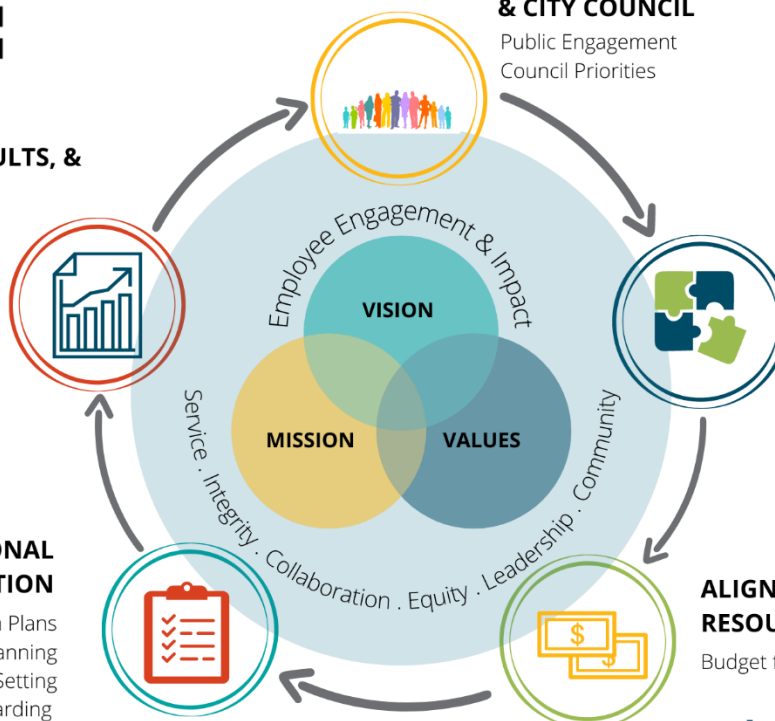
Public Engagement
Council Priorities

STRATEGIC PLANNING

Aligned with adopted plans

ALIGNMENT OF RESOURCES

Budget for priorities



Leadership System



VISION, MISSION, & VALUES

The City of Walla Walla adopted a refresh of its Vision, Mission, and Core Values September 2021. The process began with the Leadership Team brainstorming the organization's core values. We then surveyed the employees to share their thoughts on the organization's core values. We then asked the City Council. Aligning the inputs, the City Council adopted the organization's core values. The Leadership Team conducted a similar exercise for Mission and Vision. Employees shared their feedback on proposed mission and vision statements. The feedback received, particularly on the vision statement, was keep the existing vision statement. Each department was then asked what does "best of the best of the Northwest" mean to you and developed context around the vision statement.

VISION:

Walla Walla, best of the best of the Northwest.

MISSION:

Dedicated to enhancing the quality of life in Walla Walla.

CORE VALUES:

- Service
- Integrity
- Collaboration
- Equity
- Leadership
- Community

As an organization, we are driven by our mission to enhance the quality of in Walla Walla and strive to be the best of the best of the Northwest. We accomplish this through modeling our core values, continuous improvement, and beginning to utilize data to drive our decision making.

STRENGTHS AND CHALLENGES

As part of the City's Strategic Plan update process, a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis was conducted of the organization. The SWOC analysis results were shared with the City Council for input on the priority strengths, opportunities, weaknesses, and challenges.

STRENGTHS/OPPORTUNITIES

1. Competent and knowledgeable work force that values service to the community
2. Teamwork throughout the organization – engaged workforce that collaborates across departments
3. Communication – strong external communication with an opportunity to strengthen internal communication
4. Partnerships – collaborative relationships with local (e.g. gov't agencies, non-profits), state, tribal, and federal partners.
5. Fiscal Responsibility – maintain a general fund reserve at 15%, recent voter approved for TBD renewal, utility financial planning

WEAKNESSES/CHALLENGES

1. Housing Crisis – cost burdened households, lack of well-paying jobs, housing supply deficit
2. Formalization of processes within the organization
3. Organizational succession planning – to maintain delivery of services to the community
4. Funding to maintain/replace aging infrastructure
5. Employee Recognition – greatest asset are our employees and need to recognize accomplishments



KEY FOCUS AREAS

To achieve the City's mission, vision, and model the values, the Strategic Plan has four key focus areas:

- Livability
- Economic Health
- Safe Community
- High Performing Organization

The four key focus areas were determined through the SWOC analysis results; what are the strengths and opportunities for the organization that will aid in accomplishing the strategic plan and what are the weaknesses and challenges to be aware that may prevent accomplishment of the strategic plan. The four key focus areas were refined by the City Council and Leadership Team with the understanding that with each subsequent strategic plan, the focus areas remain the same, but the objectives/priorities identified will likely be modified with each plan update cycle.

Each key focus area includes specific objectives that will transition to action plans for the organization to implement and resource accordingly. The City will begin its next two-year budget (2023-2024) by allocating resources towards initiatives to improve performance in each key focus area.



LIVABILITY

Livability: what the City of Walla Walla focuses on to execute the organization's mission of enhancing the quality of life in Walla Walla.



SAFE COMMUNITY

Organizational readiness around emergency management, infrastructure stability (maintenance/repair/multimodal), and overall community safety.



ECONOMIC HEALTH

The City's financial stability through sustainable revenue sources, attracting new businesses and shopping opportunities, and support a strong economy through diverse employment sectors.



HIGH PERFORMING ORGANIZATION

The City will develop a culture of continuous improvement, collaboration with organizations and partners within the community, and well trained and supported work force.

Through the work of the Leadership Team and City Council, utilizing the 2021 Resident Satisfaction Survey results, the following strategic objectives have been identified for each key focus area (aka "the buckets"):

LIVABILITY

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Addressing Housing Crisis in the Community	<ul style="list-style-type: none"> Incentives to support diversity of housing types Implementation of Regional Housing Action Plan Policy Recommendations 	1 to 2 years

Strategic Objective 2 (What)	Initiatives (Transition to How)	Timeframe (When)
Ensure that recreational, cultural, and educational opportunities provided by the City are equitable and inclusive. Provide programs that serve all age groups and address quantity and access to those opportunities.	<ul style="list-style-type: none"> Establish baseline for participation in recreational and cultural activities Develop plan to reach underserved groups through current and new programming 	2 to 4 years

ECONOMIC HEALTH

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Diversify, Expand, and Sustain Revenue Sources to Support City Objectives	<ul style="list-style-type: none"> Music Events at Wine Country Amphitheater - establish baseline attendance and number of concerts for 2022 Attract new businesses (jobs) and shopping opportunities Establish REET 2 (support infrastructure) 	2 to 4 years

SAFE COMMUNITY

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Community safety through response/risk reduction	<ul style="list-style-type: none"> Expand Community Paramedic Program 	1-2 years

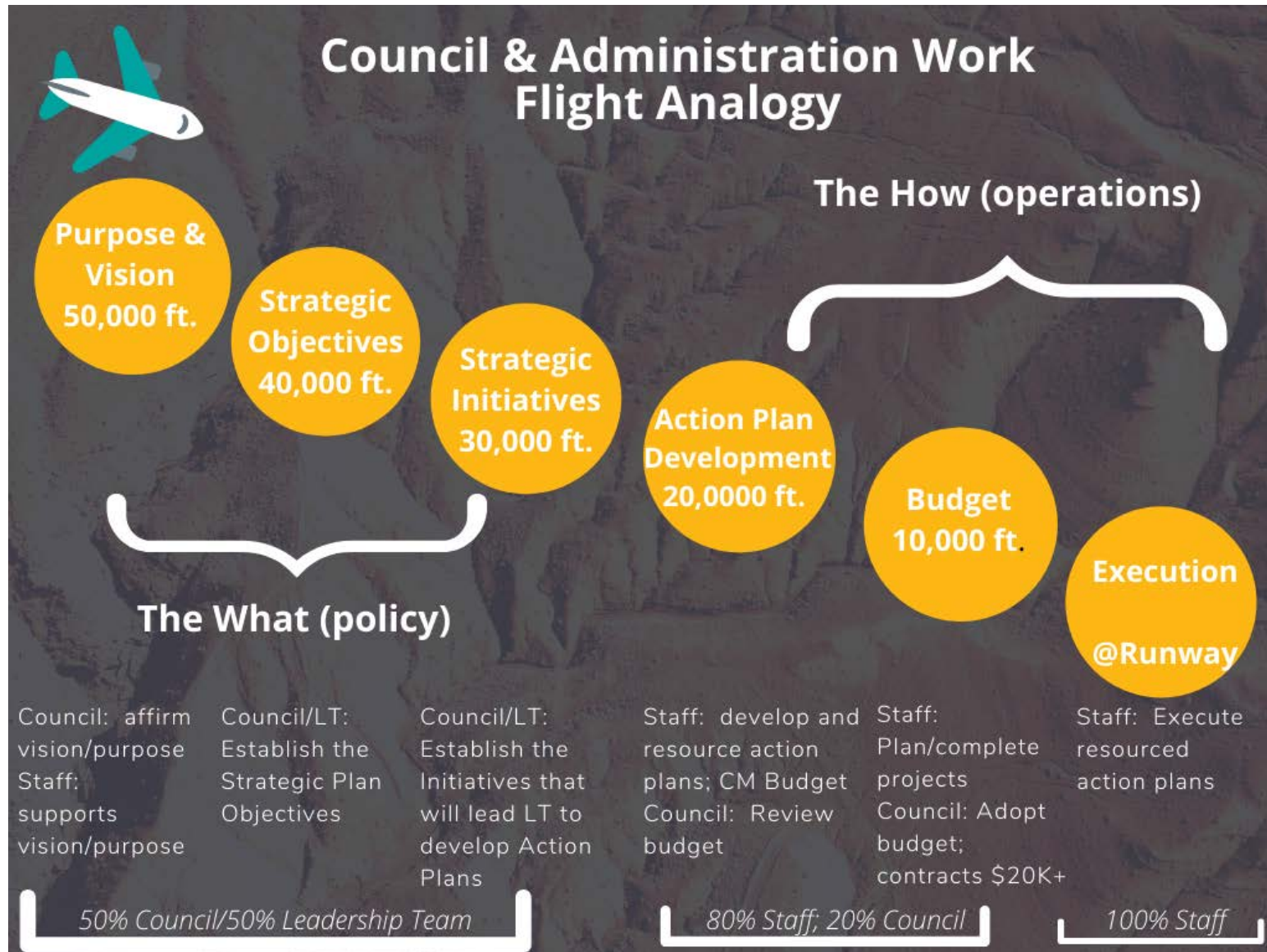
Strategic Objective 2 (What)	Initiatives (Transition to How)	Timeframe (When)
Infrastructure Improvement (maintenance/safety/operations)	<ul style="list-style-type: none"> Communication strategy – sharing work accomplished past 10 years, work planned next 10 years Establish Broadband Consortia with City of College Place Evaluate a Regional Wastewater Treatment Plant with regional partners 	1 year/then on-going 2-5 years 2-5 years

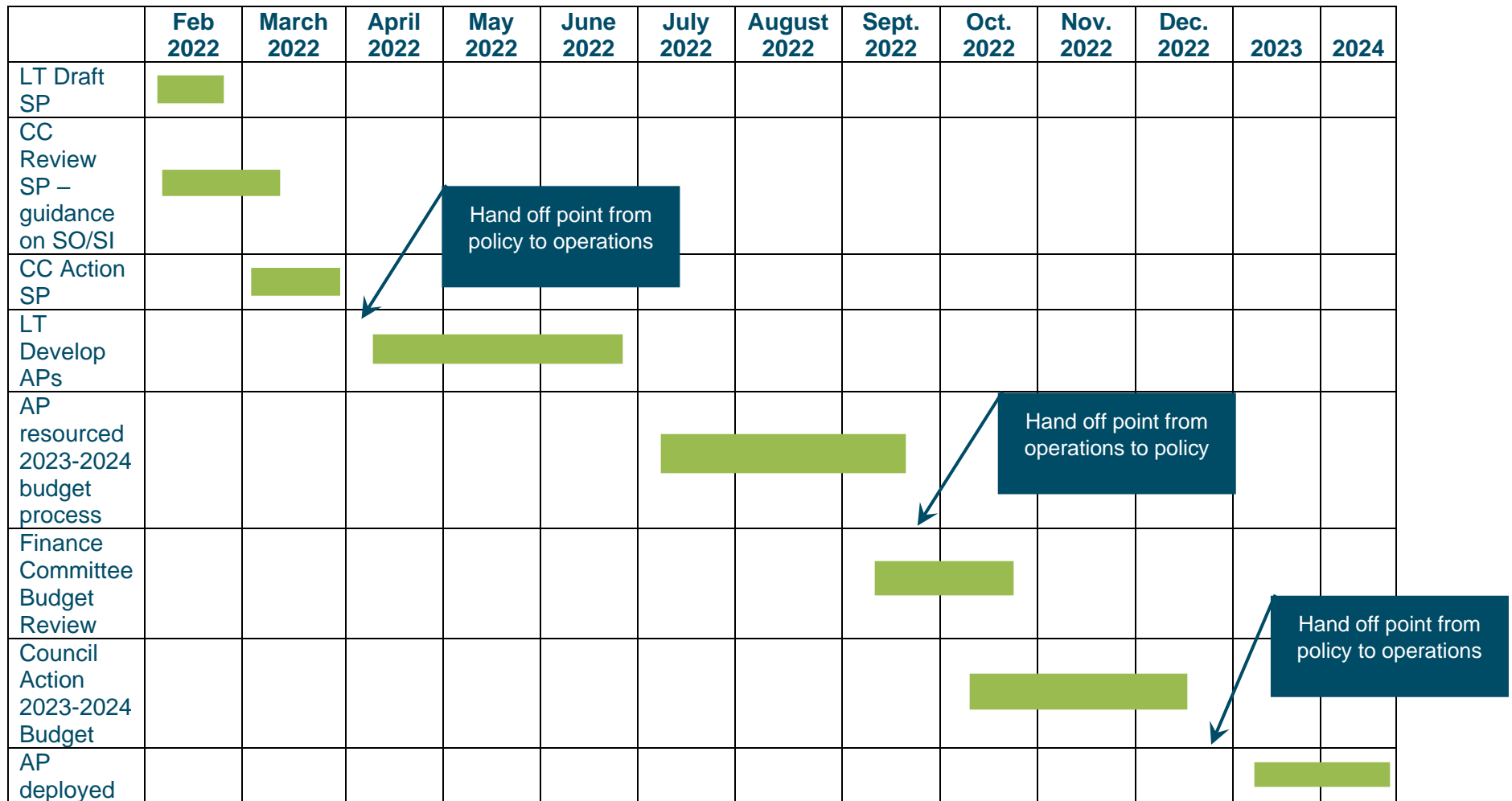
HIGH PERFORMING ORGANIZATION

Strategic Objective 1 (What)	Initiatives (Transition to How)	Timeframe (When)
Improve collaboration and communication with organizations and stakeholders (residents, government entities, private sector) to identify and deliver essential services.	<ul style="list-style-type: none"> Engage organizations and stakeholders in the next Strategic Plan Update Optimize accessibility to online services 	3 years (2024 next SP update) 1-2 years

Strategic Objective 2 (What)	Initiatives (Transition to How)	Timeframe (When)
Employee Recognition	<ul style="list-style-type: none"> Develop programs to provide avenues to recognize employees at city, department, and individual levels. 	1-3 years (to develop programs) then ongoing/continuous

STRATEGIC PLAN IMPLEMENTATION





LT = Leadership Team CC = City Council
 SP = Strategic Plan SO/SI = Strategic Objective and Strategic Initiative
 AP = Action Plan

APPENDIX

Ideas shared through the Strategic Plan update process but not identified as immediate priorities, are captured in the appendix so the ideas are not lost and can be moved forward if time and resources become available or another priority is completed.

1. Clarity of roles and responsibilities within the organization.
2. Continue to build skill sets and training for employees; be an ambassador for the City of Walla Walla.
3. Proactive hiring practices to develop succession planning for key positions and to ensure diversity of staff to reflect the community.
4. Increased employment opportunities within the City of Walla Walla and address childcare shortages that may impact employment.